RECONFIGURATION PLAN
FOR COLORADO'S
REGIONAL LIBRARY SERVICE SYSTEMS
AND THE DISSOLUTION OF THE CURRENT SYSTEMS

1. STATEMENT OF INTENTION

Background on Regional Library System Issue

For 25 years there have been 7 Regional Library Service Systems in Colorado. Each System was independently established with its own governing board. Systems are established according to State Law and State Board Rules.

One year ago (FY 03) the System Budget was $2.4 million. In FY 2004, the System budget was reduced to $600,000. Some Systems continued to provide services using a part of the $600,000 plus reserve funds they had established for emergencies.

Beginning in April 2003, a System Infrastructure Study group, with representatives from all types of libraries across the state, has been meeting. They studied System configuration in other states, discussed services delivered by Systems that will continue to be needed, and made recommendations on how some System services could still be delivered. This report was shared with the library community and, based on input, revised.

The primary recommendations include:
- A statewide cooperative, called the Colorado Library Consortium or CLiC, be established.
- Primary services of CLiC would be:
  - Negotiate and manage a statewide courier contract
  - Plan and coordinate continuing education
  - Plan and coordinate technical assistance as possible
  - Negotiate statewide discounts for cooperative purchases
  - Manage a contract to obtain interlibrary loans from out of state (no-stop service)
  - Form partnerships with organizations and networks (ASCC, BCR, Marmot Library Network, Colorado Nexus, etc.) to provide services to local libraries.

CLiC would be governed by the Colorado Library Advisory Board, appointed by the State Board of Education. CoLAB would establish a CLiC Committee that would direct the operation and services of CLiC.

Current members of the Regional Library Service Systems were asked to vote to recommend to the State Board of Education that CLiC be formed. 73% of current System members voted to join CLiC. This action by the State Board will reconfigure the boundaries of the current Regional Systems into one new cooperative with statewide boundaries. This is basically a merger of seven regional Systems into one statewide cooperative. This proposal also serves as the dissolution plan for the current seven Systems, who all intend to cease operation by December, 2004.

2. NEEDS ASSESSMENT

Based on usage of System services and recent needs assessments, there is considerable evidence already that services by CLiC are needed.   We know that there have been seven Systems heavily used by libraries in Colorado to date. Thus we can assume that those services are still needed.

One indication of the need for System services is the number of libraries who chose to be members of a System. We can determine the need for CLiC from their participation in current System services.

System	School	Public	Academic	Special	Assoc.*	Total
High Plains	41	31	6	9	0	87
CCLS	37	22	22	70		
Plains/Peaks	27	10	3	15	22	79
Ark Valley	5	22	44	22	9	93
Southwest	23	16	2	9	7	57
Pathfinder	14	10	3	6		
3 Rivers	17	17	3			
Total	164	128	83	131	38	229

- Associate members are for-profit or privately-funded libraries who may receive limited services from Systems, sometimes for a fee.

Continuing Education (CE)
The need for continuing education can be determined in two ways: by the number of people who take jobs in libraries without training in library science and by the attendance at CE functions that have been delivered by the regional Systems.

We know that 50% of Colorado's public libraries are directed by or employ staff with no professional library degree. 25% of school libraries are also managed by people without professional training to operate the library. Research, in 13 states, shows that a high quality school library can raise student achievement scores significantly. Colorado's research shows gains on CSAP scores of as much as 21%. One of the factors that determine a quality school library is the presence of a professional school librarian who can work collaboratively with teachers. When school libraries are not managed by licensed librarians who engage in collaborative curriculum networked teaching, the positive benefit of school libraries is reduced.

Lance, K. C., Rodney, M.J., & Hamilton-Pennell, C. (April 2000). *How School Librarians Help Kids Achieve Standards: The Second Colorado Study.* Denver: Colorado State Library, Colorado Department of Education.

Statistics and Input-Output Measures for Colorado Public Libraries. (2002). *Staff: ALA-MLS Librarians, Other Staff, and Total Staff in FTEs.* Retrieved April 13, 2004 from http://www.lrs.org/asp_public/stats_2002.asp.

Lance, K. C. (2002). *One Out of Four Colorado Public Schools Has No Librarian*, (186). Retrieved April 13, 2004, from http://www.lrs.org/documents/fastfacts/186School_libns.pdf

The loss of Regional Systems will leave many under-trained librarians with little or no access to expertise on how to effectively run libraries, or deal with technology or service related problems.

In FY03, Systems reported the following use of continuing education offerings. The percentages reflect the percentage of member libraries in each category that had one or more staff members attend a System continuing education activity. Appendix A shows the wide range of topics on which CE was offered.

System	Public	Academic	School	Special	Assoc.	Total
High Plains	84%	83%	75%	33%	0	65%
Central	N/A	N/A	N/A	N/A	N/A	N/A
Plains/Peaks	100%	100%	88%	79%		92%
Ark. Valley	91%	100%	64%	64%	9%	67%
Southwest	88%	100%	96%	33%	25%	75%
Pathfinder	N/A	N/A	N/A	N/A	N/A	N/A
3 Rivers	N/A	N/A	N/A	N/A	N/A	N/A

Another indication of need is the total number of people who participated in continuing education activities and the number of contact hours those represent.

System	Hours	Attendance	Contact Hours
High Plains	101.75	1025	2184.5
Central	86	223	3504
Plains/peaks	376	887	4474
Arkansas Valley	217.75	2177	4071.5
Southwest	137.50	311	1492.50
Pathfinder	N/A	N/A	N/A
3 Rivers	N/A	N/A	N/A
Total	919	4623	15726.5

The need is also demonstrated by the heartfelt letters from participants in System continuing education. Here are some examples:

"*I am so thrilled this class (*Library Class for Paraprofessionals with Aims Community College) *is finally a reality for me. I am so happy for the help from you and Nancy that if I had another child I would name it after the two, and hope it was a girl!"* Shara Berghuis, Director, Wray Public Library.

"*Thank you for the opportunity to hear Bill Charney. Every member of the Grand County Library District Board was at the workshop. As a result of what we learned that day and subsequent discussions, we have recommitted ourselves to serving all the citizens of Grand County, reorganized our committee structure, and redesigned our relationship*

with the District Librarian. Our meetings are increasingly productive and our focus is on the big picture. We caution one another about micro-managing,, even as we enter a program to construct two new facilities. We are confident about our ability to meet our responsibilities and optimistic about the future of the Grand County Library District.
Toni Hass, Trustee, Grand County Library District, Granby.

"I was hired as a media specialist (my first teaching assignment) and had virtually no training. Arkansas Valley coordinated a master's degree program through UNC that has helped me tremendously....I feel much more competent at my job and I am making a positive impact with students because of this program." Paula Herraez, Media Specialist, Irving Elementary, Pueblo District 60.

"Both Nancy and I had been pretty much bowled over by the ideas presented at the customer service workshop. I tend to be a rules and regs-oriented person. The idea that this limited thinking was not only not helping our customer relations but probably hindering it was something of a surprise to me." Becky Porco – Sisson Memorial Library in Pagosa Springs.

"Thank you so much for this year's Boot Camp. I learned a lot about mending, cataloging, and I especially enjoyed the lesson planning classes. I really appreciate your hard work and effort getting all that training together for such a low fee every year." Jody Ferguson, Eaton Elementary.

"I believe Pat's trustee training was most useful for me because she makes you step 'out of the box,' look to the future, and remember that you must take risks to make progress. Everything she talked about was relevant and reasonable yet needed to be said to remind us what our goals are and why we are doing what we do. It was as helpful for me as it was for the board members and we all benefited." Deb Johnson, East Morgan County Library, Brush.

"After several of our staff attended a CCLS diversity workshop in March, we began to do some outreach to Spanish-speaking patrons by utilizing the talents of our bilingual staff members at our Parker Library Branch. We launched the outreach campaign geared toward Spanish speakers because that is the area of greatest need. We hope to expand this service to other non-English speakers, as well as to our other library branches." Anon.

"I really enjoyed the workshop in how to work in reference. The morning presentation on how to ask the right question so you can really help the patron was informative and fun. I enjoyed the group involvement sessions....The gentleman who had the afternoon session on the computer had a sense of humor and I learned a lot of information about FirstSearch and Galenet." Susan Traylor, Pueblo City-County Library District, Lamb Branch.

Technical Assistance

One service provided by all current Regional Systems is technical assistance or consulting to member libraries.   Technical assistance can be provided for actual technology issues but usually it ranges among all the issues and problems facing local libraries. Appendix B shows the wide range of topics on which Systems provided technical assistance in FY 2003. Sometimes technical assistance was provided by System staff directly and sometimes System staff connected the library needing assistance with a free resource in the System or in the state that could provide the help.

Systems also measured the percent of members who asked for and received technical assistance during the year. The table below shows the percentage of member libraries receiving technical assistance in FY 03

System	Public	Academic	School	Special	Associate	Total
High Plains	N/A	N/A	N/A	N/A	N/A	N/A
CCLS	N/A	N/A	N/A	N/A	N/A	N/A
Plains/ Peaks	100%	100%	100%	100%	N/A	100%
Ark Valley	100%	100%	98%	96%	56%	95%
Southwest	88%	100%	83%	67%	71%	81%
Pathfinder	N/A	N/A	N/A	N/A	N/A	N/A
3 Rivers	N/A	N/A	N/A	N/A	N/A	N/A

Comments from System members on technical assistance:

Thank you for your help and advice for the presentation on censorship, copyright and the Internet. I got this really cool thank you note from the college kids that I talked to last week. Julie Herrera – Alamosa Elementary Schools

"Kristie, our e-rate funding was approved!!! $12,595.8, we couldn't have done it without out." Anon.

Courier

Prior to 1999, both the Front Range and the Western slope had courier service in their areas. However since 1999 all seven Regional Library Systems have participated in one statewide courier contract. The System contract is currently with Sprint. Although each local library pays for its own service, the Regional Library Systems have subsidized the libraries in their areas in a variety of ways. CCLS has provided the administrative support and has supplied any shortfall funds and transfer costs that have accumulated. The courier is considered by local libraries as the key service offered by the Systems. The courier transports 3.3 million items a year. Currently, the statewide contract costs $500,000. Each library on the Front Range pays $11.00 per stop. Libraries sending a large volume of items are also charged a volume fee. The libraries on the Western Slope are assessed fees through a specific formula based on size of library and the library's

budget. During fiscal year, 2003, courier supported approximately 50,000 stops throughout the state. Each library determines how many stops they want per week and how many weeks they want service per year. A recent study of courier operations estimates that libraries would spend $1.4 to $2.1 million for the same service delivered by the U.S. Postal Service or UPS.

Russell, B., & Lance, K. C. (April 2003). *Colorado Courier Cost Comparison Study*.   Retrieved April, 2003, from http://www.lrs.org/documents/closer_look/courier_cost.pdf

Automated Networking
Systems have taken the leadership in helping local libraries to automate. The *ASCC* network sponsored by the High Plains, Plains and Peaks, and Southwest Systems in a cooperative venture, recruited and developed 69 buildings in 48 school and public libraries to automate their libraries. The *Colorado Nexus Network*, sponsored by the Arkansas Valley System developed a network of 12 public and 58 school libraries. The Pathfinder System developed the *Juniper Network* also with school and public libraries.

Since the budget cuts, *Juniper* has ceased to exist. This means that resources of those libraries are no longer available electronically to Colorado residents unless or until they join another network—an additional cost to them. *ASCC* and *Colorado Nexus* are attempting to become self-sufficient with the help of their sponsoring Systems. Both networks continue to need some support as they work toward independence. It is anticipated that CLiC will be able to offer some limited assistance to local libraries in these efforts. The statewide goal is that all libraries become automated and their resources be made available to other libraries through the Colorado Virtual Library.

Power Libraries
In 1998 a group of school library directors and Colorado Council for Library Development members, applied for an LSTA statewide leadership grant to begin the Power Libraries Project. This project was based on the National Library Power project funded by the DeWitt Wallace organization in the 1990s. The purpose of the project was, and still is, to provide support for school libraries that wanted to implement flexible scheduling and a collaborative method of working with classroom teachers. Because research showed potential increase in student achievement through such practices, the libraries were known as Developing Libraries. The project also honors school libraries that have already implemented collaborative programs: High Performance Libraries. The High Performance Libraries mentor to the Developing Libraries with teams of educators composed of the principal, the teacher librarian and the classroom teacher. The project was funded by LSTA for three years before the Central Colorado Library System took over fiscal management and continued with two contractual staff to oversee the project. Under CCLS leadership, Developing Libraries are paired with High Performance Libraries and the teams work together to implement this collaborative model. Approximately 80 school libraries participate in this project.

<u>Communication</u>
Another major role of the Systems was to promote and facilitate communication among libraries. They did this in several ways including System newsletters, System listservs, 800 telephone numbers, and regular and special meetings to coordinate statewide projects meetings. In a survey conducted by the Southwest System, 93% of members' survey responses indicated satisfaction with and a need for System communication services. CLiC, through the geographic consultants, will be able to continue a limited amount of communication activities. One major goal is to continue to link librarians with people and electronic resources thereby assisting local libraries.

<u>Intangible benefits of Systems</u>
Systems facilitate collaboration among librarians. This collaboration enables synergy that results in Colorado residents getting more of what they need from their libraries. In today's world, it is impossible to function alone. Systems match people. Therefore many people have mentors or others with whom to collaborate.

All statewide committees, advisory boards, and projects have had representation from the regional Systems. This was because the regional Systems represented local libraries and their needs as statewide programs were planned. CLiC will continue this by having the coordinator and/or regional consultants participate in project planning.

3. STRATEGIC GOALS AND OBJECTIVES

Mission: CLiC fosters and provides leadership and expertise through cooperation and collaboration to improve library service to Colorado residents.

Goal Statements	Outcomes	Activities
1) **Library Leadership and Development** To ensure high-quality library service for Colorado citizens by providing ongoing support to library staff.	1. The CLiC infrastructure is developed: staff, communication tools, operational principals, and management. 2. Strategic and tactical plan is developed for year two. 3. Needs assessment, with identified service priorities, is complete and incorporated into operations. 4. CLiC is recognized as a key player in the library community, as measured by the level of cooperation and collaborative activities in which it engages.	▪ Development of strategic plan. ▪ Staff hired. ▪ Website, phone, office, e-lists, and other communication infrastructure established. ▪ Cooperation, communication, and coordination needs with existing agencies and libraries identified.
2) **Continuing Education and Consulting Services** To develop well trained, flexible, creative library staff by providing cost effective consulting, advisory, and information services that meet the identified needs of member academic, public, school and special libraries' staff.	1. A statewide CE plan is established and implemented that identifies possible collaborations with other agencies and entities. 2. CE events will be delivered regionally throughout the year. Target for remainder of first operational year = six or more events. 3. Programs and learning opportunities that can be offered online are identified and implemented. 4. The management of the Power Library Program provides new and continuing schools with mentoring and learning opportunities.	▪ Conduct member needs assessment. ▪ Develop training sessions based on needs assessment. ▪ Establish role / responsibility of regional consultants to deliver training regionally. ▪ Create advisory and consulting plans based on needs assessment. ▪ Develop listservs and other communication methods for consortium and libraries. ▪ Develop and deliver training sessions according to need. ▪ Manage the Power Library Program for schools.

3) **Resource Sharing** To ensure equity of access to information for Colorado citizens, and maximize limited information resources through cooperative support and maintenance of new and existing statewide resource sharing programs.	1. A courier contract is negotiated and implemented that provides stable, cost-efficient courier service throughout the state. 2. The number of participating libraries remains at or above the participation data available in 2003-2004. 3. Complaints about courier service decrease by 10% over 03-04 numbers; satisfaction rate is at 95% or better. 4. An annual cooperative purchasing agreement is negotiated and provided to all members, using the same number of or more vendors as previous contracts, and the same or larger discounts for libraries. 5. Statewide ILL service is continued at 03-04 levels. 6. The negotiated contract for out of state ILL service results in a satisfaction of 90% or better among participants.	▪ Manage the courier and related contract negotiations ▪ Coordinate the Colorado Cooperative Program ▪ Establish out of state ILL services utilizing existing OCLC service model ▪ Negotiate other purchasing and work with existing committees on database negotiations

4. DESCRIPTION OF STRUCTURE

The Colorado Library Consortium (CLiC) will be established by action of the Colorado State Board of Education. It will be governed by a committee of the Colorado Library Advisory Board (CoLAB), which is appointed by the Colorado State Board of Education.

Initially, CLiC will have a Governing Board of eight, including the Chair. The first CLiC Board members will come from the current seven Systems, one from each System. The 8th member will be the chair of the CLiC Governing Board, appointed by, and a member of CoLAB. Each library that votes to join CLiC will be asked at the same time to vote for a member of their current System to represent them on CLiC. The CLiC Board will have representatives from at least three of the four types of libraries as required by state law. The CLiC Board members will be asked to make a 1 or 2 year commitment to be determined by lot. The selection and composition of future CLiC Boards will be determined by the first CLiC Board, with the approval of CoLAB. Any changes in the CLiC Board membership will maintain multi-type and geographic representation.

The boundaries of CLiC will be the state's borders. The headquarters will be in the Denver metro area.

Basic Services of CLiC
   A. Manage courier service
      CLiC will serve as the courier's fiscal agent, and manage day-to-day activities. The courier has been one of the most essential services managed by the Regional Library Service Systems. It stops at nearly 500 locations state wide, transports over 3 million items a year, and is affordable because so many libraries participate in it. The current cost of the statewide courier contract is $500,000 with part paid by local libraries and the central cost paid for by Central System. A recent study showed that to pay the US Postal Service or a firm such as UPS to do what the courier does would cost from $1.4 to 2 million. Without courier service, libraries estimate that local costs will triple and service time will deteriorate.

      Each library pays its own share of the costs and in the past, the Systems subsidized the central management costs. Some Systems also subsidized local library costs. Under CLiC, state funds would be used for the central management and all participating libraries would continue to contribute to a local share.

   B. Manage the Colorado Cooperative Purchasing Project
      The Pathfinder System always negotiated a group purchasing contract with a book vendor. This contract allowed local libraries to save as much as 45% discount on books and other materials. CLiC will take over the negotiation of this contract.

   C. Negotiate other group purchasing contracts and databases
      There are many other activities in which libraries engage that would also be appropriate for a group purchasing contract such as online databases, automation,

binding, supplies, etc. CLiC will negotiate such cost-saving group purchasing contracts.

D. Negotiate contract for out-of-state interlibrary loan
    User requests for interlibrary loan that are not filled by Colorado libraries are sent out-of-state for fulfillment. These requests come mainly from Colorado's smaller libraries. Larger libraries have the staff and system to order interlibrary loans from out-of-state on their own. In the past this contract to assist smaller libraries has been with the Denver Public Library. It is expected that this contract arrangement will be offered again.

E. Manage the *Power Libraries* project, promoting the development of quality school libraries
    This has been a very successful project supported first with federal and then with Central System funding. It pairs High Performance School Libraries with Developing School Libraries to support systemic change to improve school library impact on student achievement. CLiC will manage *Power Libraries* if funds are available.

F. Plan and Deliver Continuing Education
    Training has been a key service of the seven Systems for many years. (See needs assessment). CLiC will make continuing education a high priority and it will be a key CLiC activity. The intent is to employ four consultants geographically placed to work with local libraries throughout the state to determine in which content areas CE should be delivered. The consultants will develop workshops and deliver them throughout the state. Workshops done in one part of the state can be replicated in other parts of the state if there is interest. Annual retreats have been successful in 5 Systems in the past. These allow librarians and staff to get together for a multi-day event with numerous programs on numerous topics. These will also be planned throughout the state.

    CE will be designed to meet the needs of all types of libraries, small and large, and urban and rural.

    It will be impossible for CLiC to deliver the amount of CE that was delivered by the seven Systems in the past. One important task of the regional consultants will be to draw upon the strength of local libraries. Many large libraries plan CE for their staff. The four consultants will work with libraries to invite and publicize CE events to other libraries in the area. They will also work with other library organizations, such as the Bibliographic Center for Research and the Colorado Association of Libraries, to plan CE. In this way the amount of CE can be leveraged and expanded.

G. Coordinate Technical Assistance
    Another key service of the Systems has always been technical assistance to member libraries. Technical assistance includes consulting on a broad range of

topics; basically, whatever assistance is needed by member libraries. It includes but is not limited to assistance with technology. It has been delivered through a combination of personal knowledge by System staff and referring librarians to others who had the needed information. The amount of personal service will have to decline with the reduction in staff. Many larger libraries have offered to be of assistance. The CLiC staff will determine where the expertise is; which specific staff members have agreed to be of assistance; publicize the availability of this help; and refer librarians to the expert resource upon request.

5. STAFF JOB DESCRIPTIONS

Title	Colorado Library Consortium Coordinator
Purpose	The CLiC Coordinator will provide vital leadership to develop the new statewide Colorado Library Consortium (CLiC). The coordinator works at the direction of the CLiC Governing Board under existing Colorado Statutes and Colorado Department of Education Rules. The primary roles are to: ▪ Develop, lead, manage and enhance the CLiC organization, including hiring all staff and establishing the CLiC office; ▪ Accommodate constant change and ongoing budget constraints while planning for the future of CLiC; ▪ Work collaboratively with libraries and other organizations to further the goals of CLiC; ▪ Support and enhance resource sharing throughout the multi-type network of libraries in Colorado; ▪ Direct and manage the statewide library courier service and contract; ▪ Provide leadership to and coordinate planning with the CLiC team of consultants to provide a statewide network of continuing education for all types of libraries in Colorado; ▪ Manage and negotiate effectively for the annual statewide cooperative library purchasing contracts; ▪ Represent Colorado libraries as appropriate in library-related meetings and for the State Legislature.
Effective Date	August 1, 2004 or as soon thereafter as possible
Skills, Duties and Specialization Areas	**Preferred Experience and Abilities** ▪ Experience working in two or more types of libraries. ▪ Experience working cooperatively with multi-type library programs; ▪ Excellent public relations skills; ▪ Excellent leadership skills; ▪ Excellent verbal and written communication, listening, facilitator, and problem solving skills; ▪ Evidence of excellent administrative and consulting experience from previous employment ▪ Experience and proficiency in library and office computer systems; ▪ Ability to work as a leader and as a team member. ▪ Ability to develop and manage legal service contracts; ▪ Ability to work independently under the general direction of a Governing Board elected from among all regional representation areas of the state; ▪ Ability to work with all types of libraries, rural and urban libraries of various sizes, and with other entities and culturally diverse constituencies; ▪ Ability to prepare and manage budgets, develop and administer procedures for coordination and supervision of CLiC endeavors, and organize and evaluate programs; ▪ Ability to effectively supervise personnel located both onsite and in outlying areas; ▪ Ability and willingness to travel.

Skills, Duties and Specialization Areas (con't)	**Duties (pending Board approval)** ▪ Coordinating and managing continuing education activities including Power Library Program; ▪ Under the direction of the Governing Board, recruits and provides for the training, orientation, leadership, management, supervision, and evaluation of CLiC personnel; ▪ Secures adequate physical plant, fiscal and secretarial support services necessary to conduct CLiC business pursuant to Board direction and CDE Rules; ▪ Meets and communicates regularly with the Governing Board and staff; ▪ Leads staff in the development of Plans for CLiC endeavors; ▪ Negotiates and finalizes annual contracts for statewide courier service and statewide cooperative purchasing; ▪ Develops and ensures delivery of a statewide network of continuing education programs sufficient to meet the needs libraries of all types and sizes; ▪ Works with existing libraries and library entities in Colorado to ensure and facilitate multi-type library resource sharing and interlibrary cooperation; ▪ Is a leader in state-wide library projects; ▪ Maintains current working knowledge of emerging issues in the library field, including areas of technology, education, fiscal issues, consumer needs, professional needs, societal changes and governmental implications towards libraries; ▪ Requires a flexible work schedule, including weekends and evenings; ▪ Provides for and addresses diversity in the most appropriate and effective means to meet the cultural, geographic and technological differences in libraries across the state; ▪ Performs other duties as directed by the CLiC Governing Board. **Desired Areas of Specialization** ▪ **Leadership and management in multi-type library situations and working in team environments** ▪ Public relations ▪ Facilitation and group interaction ▪ Fund raising, grant writing, and financial planning
Education and Experience	**Required** ▪ MLS Degree from an ALA accredited school, or masters degree in educational media from a NCATE accredited institution of higher education. ▪ Evidence in training and experience in supervision and management. ▪ Experience working under the direction of an Advisory or Governing Board. ▪ At least five years progressively responsible post-graduate library experience, or a combination of library and other related experience, three of which shall have been in administrative positions. ▪ Hold or obtain a valid Colorado Driver's License. ▪ Able and willing to travel extensively throughout Colorado. **Preferred** ▪ 10 years progressively responsible post-graduate library experience, or a combination of library and other related experience, five of which shall have been in administrative positions ▪ Experience working with a multi-type library entity or a state-wide library agency
Salary Range	$70,000 w/ 25% benefits = $87,500 Subject to Board approval and appropriation

Title	Colorado Library Consortium (CLiC) Administrative Assistant
Purpose	The administrative assistant provides support to the CLiC Coordinator and the CLiC governing board. The administrative assistant manages the CLiC office and provides the day-to-day support to the libraries for the statewide courier. The administrative assistant is also responsible for creating and maintaining the financial records for CLiC. The administrative assistant reports directly to the CLiC Coordinator.
Effective date	September 1, 2004 or as determined.
Skills, Duties, and Specialization Areas	**Preferred skills and abilities** ▪ Ability to communicate effectively, both orally and in writing. ▪ Ability to organize and to coordinate. ▪ Skill in analyzing and solving problems. ▪ Able to create, compose, and edit written materials. ▪ Ability to gather and analyze statistical data and generate reports. ▪ Ability to make administrative/procedural decisions and judgments. ▪ Skill in public relations and working with people effectively. ▪ Skill in working in a flexible environment. ▪ Ability to multitask. **Duties** ▪ Performs bookkeeping activities for CLiC including accounts receivable, accounts payable, payroll and general ledger preparation. ▪ Administers the daily operations of the statewide courier contract ensuring quality service to each library. ▪ Maintains CLiC website. ▪ Ensures the efficient operation of the CLiC office including being a liaison with vendor and purchasing office and training supplies. ▪ Provides clerical and office support to the CLiC coordinator and the consultants as appropriate, including scheduling appointments, making travel arrangements and other duties as assigned. ▪ Provides support to the coordinator in his/her relationship with the governing board. ▪ Prepares all reports and board packets as directed by the coordinator. **Specialization Areas** ▪ Familiar with website maintenance ▪ Accounting and bookkeeping skills
Education and Experience	**Required** ▪ Associates degree or equivalent education. ▪ Training in general office procedures. ▪ Training in bookkeeping procedures. ▪ Computer skills including database management and website maintenance. ▪ Three years of office management experience. **Preferred** ▪ Bachelor's degree or equivalent education and experience. Office management experience.
Salary and Benefits	Subject to appropriations and Board approval, salary range of $30,000 to $35,000. Benefits package to be determined.

Title	Colorado Library Consortium (CLiC) Regional Consultant
Purpose	The Regional Consultant is one of four CLiC consultants providing a variety of services to individuals and multi-type libraries within the State of Colorado. Up to four positions may be hired to function as library generalists with some areas of specialization. Consultant staff may be housed regionally in public libraries, or operate from home. Each Regional Consultant reports to the CLiC coordinator Each consultant is responsible for providing leadership in librarianship and library-related technologies. Each works with other CLiC staff and various library agencies in planning, evaluating, promoting, and coordinating learning opportunities that promote improved library services statewide. Work involves providing expertise and training to librarians, library boards, school librarians, education personnel, public officials, advisory committees and/or the public. Duties are performed independently within the framework of the CLiC goals and mission and are subject to administrative review by the coordinator and board. The challenges inherent in CLiC will require the person to work both independently and in groups; work efficiently under pressure; be knowledgeable about public, school, academic and special library communities; and productively handle variety and change.
Effective date	September 1, 2004 or as determined.
Skills, Duties, and Specialization Areas	**Preferred skills and abilities** ▪ Exemplary written, oral presentation, interpersonal skills. ▪ Expertise with technology, computing, and telecommuting skills. ▪ Flexible self-starter, able to tolerate ambiguity. ▪ Ability to manage projects and efficiently meet deadlines. ▪ Demonstrated experience in or knowledge of libraries, consulting, continuing education, and children's services. ▪ Ability to work as a team member in both the library and education communities. ▪ Library service expertise with special groups such as the elderly, people with disabilities, or geographically isolated or underserved populations. ▪ Broad perspective of how libraries work cooperatively. **Duties (pending Board approval)** ▪ Develop and provide ongoing continuing education opportunities for librarians and staff. ▪ Work with library boards to improve public library service, meet established service standards, and assist as needed in coordination of trustee training events. ▪ Foster ongoing partnerships between libraries. ▪ Provide guidance and consulting on a variety of issues, such as budget, collection management, intellectual freedom, library law, policy development or interpretation, programming, and standards. ▪ Work with CDE/CSL staff or units to help improve library services in local communities through continuing education workshops, and strategic planning. ▪ Provide advisory assistance to libraries and address general library questions.

Skills, Duties, and Specialization Areas (con't)	**Desired areas of specialization from among the following** - Information technology. - Library design, space planning, and strategic planning. - Library system administration, finance, and funding. - School library services and meeting educational standards. - Children and young adult services. - Inter-library cooperation and resource sharing. - Planning and programming experience with multi-type library clientele. - Service to diverse groups.
Education and Experience	**Required** - Post-graduate work in library-related professional program. - Three or more years progressive working experience in one or more types of libraries: school, public, academic, special, or library consortium - Have or obtain a valid Colorado Driver's license. - Willingness and ability to travel extensively in Colorado. **Preferred** - Masters in Library and Information Science from ALA or NCATE accredited institution or equivalent. - Five years of post-graduate experience in different types of libraries.
Salary Range	$40,000 to $55,000 = Subject to Board approval and appropriation

Title	**Governing Board and Governing Board Chair Responsibilities**
Purpose	The governing board for the Colorado Library Consortium (CLiC) is established as a separate committee of the Colorado Library Advisory Board (CoLAB) to govern the financial, staffing, and practices of the CLiC organization, and assure all established goals and activities are accomplished to the best of the organization's ability. The CLiC governing board shall consist of a chair who is a member of and named or elected by the Colorado Library Advisory Board (CoLAB), plus members elected by the member libraries to provide statewide representation. The exact number of board members, the election process, terms, and procedures will be outlined in the adopted CLiC bylaws.
Effective date	August 1, 2004, or as specified by the Colorado Library Advisory Board (CoLAB).
Duties, and Specialization Areas	**Duties (as adapted from C.R.S. 24-90-108, et seq)** - Adopt such bylaws, rules, and regulations for its own guidance as it deems expedient that address all necessary aspects of CLiC management. - Employ a coordinator and employ staff upon recommendation of the coordinator, and fix appropriate salaries. - Adopt and submit an annual budget, long range plan, and final report with audited financial records as required by CoLAB or the State Library. - Make sure revenues are expended efficiently and effectively to implement the established CLiC goals. - Enter into negotiations and contracts for services or products that are made available to the member libraries throughout the state. - Do all other acts necessary for the orderly and efficient management and

	control of the CLiC organization. ▪ Establish an executive committee as outlined in the CLiC bylaws. **Specialization Areas** ▪ The board chair should be knowledgeable about and have some experience working in at least one of the four types of libraries that CLiC is charged with serving.
Education and Experience	**Preferred** ▪ The board chair should have at least a BA degree or better, with experience working with or serving on a committee, board, or other governance entity. ▪ The board chair should have knowledge of or experience with long-range planning, fiscal accountability, and staff management practices in a library. ▪ The board members should have similar knowledge and background as that described for the board chair.
Salary and Benefits	A CLiC governing board member shall not receive a salary nor other compensation for services, but necessary traveling and subsistence expenses actually incurred may be paid from CLiC revenues.

6. EVIDENCE OF ENDORSEMENT OF MEMBER LIBRARIES

Each Regional Library System distributed a resolution and ballot to member libraries in April and May, 2004.
Ballot choices were to
  a) reconfigure the existing Systems into the Colorado Library Consortium;
  b) signify approval to join if CLiC is formed;
  c) approve a representative to the CLiC board of directors.

Results submitted to the Colorado State Library, along with the names of each member library signifying approval to join CLiC, are shown below.
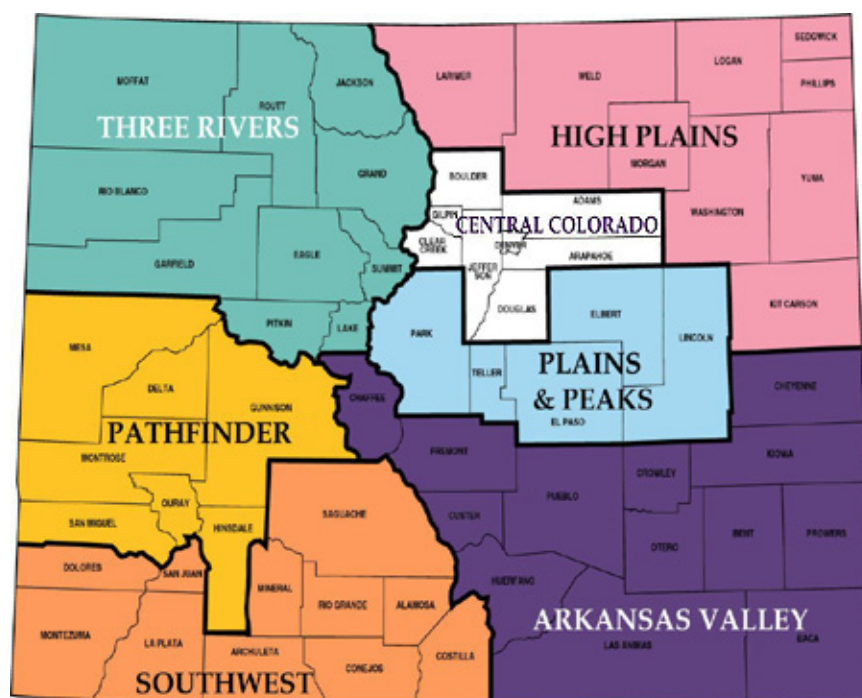
Total Member Libraries, statewide	532
Number voting to reconfigure into CLiC	390
Percentage approving, statewide	73%

Regional Library System Member Libraries voting to join the Colorado Library Consortium (CLiC)June 14, 2004

Plains and Peaks Regional Library Service System Colorado Springs/Pikes Peak region *49 of 51 member libraries voted to join CLiC*	
1. Academy District 20	P&P
2. Agate District 300	P&P
3. Big Sandy District 100J	P&P
4. Calhan District RJ-1	P&P
5. Cheyenne Mountain District 12	P&P
6. Colorado Springs District 11	P&P
7. Colorado Springs Pioneers Museum Archives	P&P
8. Community Partnership for Child Development	P&P
9. Cripple Creek-Victor District RE-1	P&P
10. East Central BOCES	P&P
11. Edison District 54JT	P&P
12. El Paso County Dept of Health and Environment Resource Center	P&P
13. Elbert 200	P&P
14. Elbert County Library District	P&P
15. Elizabeth District C-1	P&P
16. Ellicott District 22	P&P
17. Evans Community Hospital- Fort Carson	P&P
18. Falcon District 49	P&P
19. Fountain-Ft. Carson District 8	P&P
20. Genoa-Hugo District C-113	P&P
21. Grant Library- Fort Carson	P&P
22. Hanover District 28	P&P
23. Harrison District 2	P&P
24. Hugo	P&P
25. Karval District RE-23	P&P
26. Kiowa District C-2	P&P
27. Lewis-Palmer District 38	P&P
28. Limon Correctional Facility	P&P
29. Limon District RE-4J	P&P
30. Limon Memorial	P&P
31. Lincoln County Bookmobile	P&P
32. Manitou Springs	P&P
33. Manitou Springs District 14	P&P
34. Miami-Yoder District 60JT	P&P
35. Park County	P&P
36. Park County District RE-2	P&P
37. Peterson Air Force Base	P&P
38. Pikes Peak Community College	P&P
39. Pikes Peak Library District	P&P
40. Platte Canyon District	P&P
41. Rampart Library District	P&P
42. Security	P&P
43. Southern Teller County Public Library District	P&P
44. United States Air Force Academy	P&P
45. University of Colorado at Colorado Springs	P&P
46. USAF Academy Community Library	P&P
47. Widefield District 3	P&P

Plains and Peaks Regional Library Service System Colorado Springs/Pikes Peak region *49 of 51 member libraries voted to join CLiC*	
48. Woodland Park District RE-2	P&P
49. Zebulon Pike Youth Services Center	P&P

Central Colorado Library System Denver/central *71 of 176 member libraries voted to join CLiC*	
1. Adams County School District 12	CCLS
2. Adams County School District 14	CCLS
3. Adams County School District 50	CCLS
4. Arapahoe Community College	CCLS
5. Arapahoe Library District	CCLS
6. Auraria Library	CCLS
7. Auraria Media Center	CCLS
8. Aurora Public Library	CCLS
9. Aurora Public Schools	CCLS
10. Bemis / Littleton Public Library	CCLS
11. Boulder County Jail Library	CCLS
12. Boulder Public Library	CCLS
13. Bureau of Land Management	CCLS
14. Centaurus High School	CCLS
15. Cherry Creek School District	CCLS
16. City of Lakewood Training Library	CCLS
17. Clear Creek School District	CCLS
18. Colorado Alliance of Research	CCLS
19. Colorado DOT Library	CCLS
20. Colorado Historical Society - Stephen H. Hart Library	CCLS
21. Colorado Mental Health Institute - Fort Logan	CCLS
22. Colorado Prevention Information Center	CCLS
23. Colorado School of Mines	CCLS
24. Colorado State Library	CCLS
25. Colorado Supreme Court	CCLS
26. Colorado Talking Book Library	CCLS
27. Denver Botanic Gardens	CCLS
28. Denver Museum of Nature and Science	CCLS
29. Denver Public Library	CCLS
30. Denver Public Schools	CCLS
31. Douglas County Libraries	CCLS
32. Douglas County School District	CCLS
33. Englewood High School	CCLS
34. Englewood Public Library	CCLS
35. FRCC - College Hill	CCLS
36. Georgetown PL - John Tomay Memorial Library	CCLS
37. Gilpin County Public Library	CCLS
38. Jefferson County Public Library	CCLS
39. Jefferson County Schools	CCLS
40. Joint Legislative Library	CCLS
41. Lafayette Public Library	CCLS
42. Littleton Public Schools	CCLS
43. Longmont Public Library	CCLS
44. Louisville Public Library	CCLS

Central Colorado Library System Denver/central *71 of 176 member libraries voted to join CLiC*	
45. Lyons Depot Library	CCLS
46. Mamie Doud Eisenhower Public Library	CCLS
47. National Indian Law Library	CCLS
48. National Park Service	CCLS
49. National Renewable Energy Lab	CCLS
50. NCAR Library	CCLS
51. Nederland Community Library	CCLS
52. NOAA - Boulder	CCLS
53. Univ. of Colo. Health Science Center - PASCAL	CCLS
54. Rangeview Library District	CCLS
55. Red Rocks Community College	CCLS
56. Rocky Mountain PBS	CCLS
57. Sheridan High School Library	CCLS
58. St. Vrain Valley School District	CCLS
59. Tricare Management Activity Library	CCLS
60. U.S. Bureau of Reclamation Library	CCLS
61. U.S. Courts Library	CCLS
62. U.S. E.P.A. NEIC	CCLS
63. U.S. E.P.A. Region 8 Library	CCLS
64. U.S. Geological Survey	CCLS
65. U.S. Office of Surface Mining Technical Library	CCLS
66. UCHSC Denison Memorial Library	CCLS
67. University of Colorado - Boulder	CCLS
68. University of Colorado Law Library	CCLS
69. University of Denver Law Library	CCLS
70. VA ECHCS Library	CCLS
71. Westminster Public Library	CCLS

Three Rivers Regional Library System Moffat Co/NW *25 of 39 member libraries voted to join CLiC*	
1. Bud Werner Lib	3R
2. CMC Glenwood	3R
3. CMC Steamboat	3R
4. CNCC	3R
5. Eagle County School District	3R
6. Garfield Public Library	3R
7. Granby Schools	3R
8. Grand County	3R
9. Hayden School Dist	3R
10. Jackson County Public	3R
11. Lake County Public Library	3R
12. Moffat County Libraries	3R
13. Moffat County Schools	3R
14. Mountain BOCES Leadville	3R
15. North Park School Dist	3R
16. Northwest Colorado BOCES	3R
17. Rangely Regional Library	3R
18. Rangely Schools	3R
19. South Routt County Lib Dist	3R

Three Rivers Regional Library System Moffat Co/NW *25 of 39 member libraries voted to join CLiC*	
20. South Routt School Dist	3R
21. Steamboat Schools	3R
22. Summit County Public	3R
23. Summit School Dist	3R
24. West Grand School Dist	3R
25. West Routt Library, Hayden Public	3R

Southwest Library Services Durango/SW *46 of 54 member libraries voted to join CLiC*	
1. Adams State College	SLS
2. Alamosa	SLS
3. Bayfield	SLS
4. Bayfield (Pine River LD)	SLS
5. Butch McClanahan (Ignacio)	SLS
6. Carnegie (Monte Vista)	SLS
7. Centennial	SLS
8. Center	SLS
9. Center for SW Studies	SLS
10. Colorado State Veterans Ctr.	SLS
11. Conejos County	SLS
12. Cortez	SLS
13. Creede	SLS
14. Del Norte (school)	SLS
15. Del Norte (public)	SLS
16. Dolores (school)	SLS
17. Dolores (public)	SLS
18. Dolores County (Dove Creek) (school)	SLS
19. Dolores County (Dove Creek) (public)	SLS
20. Durango (school)	SLS
21. Durango (public)	SLS
22. Fort Lewis College	SLS
23. Great Sand Dunes Monument	SLS
24. Ignacio	SLS
25. Mancos (school)	SLS
26. Mancos (public)	SLS
27. Mesa Verde Research Library	SLS
28. Mineral County	SLS
29. Moffat	SLS
30. Monte Vista	SLS
31. Montezuma- Cortez	SLS
32. Mt. Valley (Saguache)	SLS
33. N. Conejos	SLS
34. Ruby Sisson (Upper San Juan)	SLS
35. S. Conejos	SLS
36. Saguache County	SLS
37. San Juan BOCS	SLS
38. San Luis Valley BOCES	SLS
39. Sanford	SLS
40. Sangre de Cristo	SLS

Southwest Library Services Durango/SW *46 of 54 member libraries voted to join CLiC*	
41. Sargent	SLS
42. Sierra Grande	SLS
43. Silverton (school)	SLS
44. Silverton (public)	SLS
45. Southern Peaks (Alamosa)	SLS
46. Ute Mt. Ute Tribal Library	SLS

High Plains Regional Library Service System Greeley/NE *80 of 84 member libraries voted to join CLiC*	
1. Aims Community College	HP
2. Akron Public Library	HP
3. Akron School District	HP
4. Arickaree School District	HP
5. Arriba-Flagler School District	HP
6. Ault-Highland RE-9 School Dist.	HP
7. Bethune School District	HP
8. Briggsdale School District	HP
9. Brush School District	HP
10. Buffalo School District	HP
11. Burlington Public Library	HP
12. Burlington School District	HP
13. Colorado Division of Wildlife	HP
14. Colorado State University	HP
15. East Morgan County Library	HP
16. Eaton Public Library	HP
17. Eaton School District	HP
18. Estes Park Public Library	HP
19. Flagler Community Library	HP
20. Fleming Community Library	HP
21. Fort Collins Public Library	HP
22. Fort Lupton Public Library	HP
23. Fort Lupton School District	HP
24. Fort Morgan Public Library	HP
25. Fort Morgan School District	HP
26. Frenchman School District	HP
27. Front Range Community College	HP
28. Greeley/Evans School District	HP
29. Haxtun Public Library	HP
30. Heginbotham Library	HP
31. Hi-Plains School district	HP
32. Holyoke School District	HP
33. Hudson Public Library	HP
34. Idalia School District	HP
35. Johnstown School District	HP

High Plains Regional Library Service System Greeley/NE *80 of 84 member libraries voted to join CLiC*	
36. Jones Memorial Library	HP
37. Julesburg Public Library	HP
38. Julesburg School District	HP
39. Keenesburg School District	HP
40. Larimer County Detention Center	HP
41. Lone Star School District	HP
42. Loveland Public Library	HP
43. Morgan Community College	HP
44. NE Colorado BOCES	HP
45. Northeast Colorado Bookmobile	HP
46. Northeastern Junior College	HP
47. Northern Plains Public Library	HP
48. Otis School District	HP
49. Ovid Public Library	HP
50. Park School District	HP
51. Pawnee School District	HP
52. Plateau School District	HP
53. Platte Valley RE-1, Kersey	HP
54. Platte Valley RE-3, Ovid	HP
55. Platteville Public Library	HP
56. Poudre School District	HP
57. Poudre Valley Hospital	HP
58. Red Feather Lakes Library	HP
59. South Platte Valley BOCES	HP
60. Sterling Correctional Facility	HP
61. Sterling Public Library	HP
62. Stratton Public Library	HP
63. Stratton School District	HP
64. Thompson School District	HP
65. USDA Nat'l Wildlife Res. Ctr.	HP
66. U.S. Geological Survey	HP
67. University of Northern Colorado	HP
68. Valley School District	HP
69. Weld Library District	HP
70. Weld RE-1 School District	HP
71. Weldon Valley School District	HP
72. Wellington Public Library	HP
73. Wiggins School District	HP
74. Windsor School District	HP
75. Windsor/Severance Lib. Dist.	HP
76. Woodlin School District	HP
77. Wray Public Library	HP
78. Wray School District RD-2	HP
79. Yuma Public Library	HP

High Plains Regional Library Service System Greeley/NE *80 of 84 member libraries voted to join CLiC*	
80. Yuma School District RD-2	HP

Pathfinder Regional Library Service System Grand Junction/west central *29 of 34 member libraries voted to join CLiC*	
1. Area Health Education Center, Grand Junction	PF
2. Delta Correctional Center	PF
3. Delta County Public Library District	PF
4. Delta County School District 50JT	PF
5. Delta/Montrose Vo-Tech Center	PF
6. Division of Youth Correction, Grand Mesa Youth Services Center, GJ	PF
7. Gunnison County Public Library	PF
8. Gunnison Watershed School District, RE-1J	PF
9. Hinsdale County Public Library	PF
10. Hinsdale County School District RE-1J	PF
11. Lloyd Files Research Library, Museum of Western Colorado	PF
12. Mesa County Public Library District	PF
13. Mesa County School District 51	PF
14. Mesa State College	PF
15. Montrose County School District, RE-1J	PF
16. Montrose Memorial Hospital	PF
17. Montrose Public Library District	PF
18. Norwood Public Library	PF
19. Norwood School District R2JT	PF
20. Nucla Public Library	PF
21. Ouray Library District	PF
22. Plateau Valley School District 50	PF
23. Region 10 District Planning Commission	PF
24. Ridgway School District R-2	PF
25. San Miguel County Public Library District, Wilkinson Public Library	PF
26. Telluride Schools	PF
27. Veteran's Affairs Medical Center Library, Grand Junction	PF
28. West End School District, RE-2, Nucla	PF
29. Western State College	PF

Arkansas Valley Regional Library Service System Pueblo/SE *90 of 94 member libraries voted to join CLiC*	
1. Aguilar Public Library	AV
2. Aguilar School District Re-6	AV
3. Arkansas Valley Correctional Facility, Crowley	AV
4. Arrowhead Correctional Center, Canon City	AV
5. Baca County Library, Springfield	AV
6. Bent County Correctional Facility, Las Animas	AV
7. Branson School District Re-82	AV
8. Buena Vista Correctional Facility	AV
9. Buena Vista Public Library	AV
10. Campo School District Re-6	AV
11. Canon City Public Library	AV

Arkansas Valley Regional Library Service System Pueblo/SE *90 of 94 member libraries voted to join CLiC*	
12. Carnegie Public Library, Trinidad	AV
13. Centennial Correctional Facility, Canon City	AV
14. Chaffee County School District R-31, Buena Vista	AV
15. Cheraw School District 31	AV
16. Cheyenne County School District Re-5, Cheyenne Wells	AV
17. Colorado Boys' Ranch, La Junta—J. G. Archer Library	AV
18. Colorado Mental Health Institute, Pueblo	AV
19. Colorado State Penitentiary, Canon City	AV
20. Colorado Territorial Correctional Facility, Canon City	AV
21. Colorado Women's Correctional Facility, Canon City	AV
22. Cotopaxi School District Re-3/Community Library	AV
23. Crowley County School District Re-1-J, Ordway	AV
24. Custer County School District C-1, Westcliffe	AV
25. East Cheyenne County Library District, Cheyenne Wells	AV
26. East Otero School District R-1, La Junta	AV
27. Federal Correctional Institution, Florence	AV
28. Federal Prison Camp, Florence	AV
29. Florence Public Library	AV
30. Fort Lyon Correctional Facility Library	AV
31. Four Mile Correctional Center, Canon City	AV
32. Fowler Public Library	AV
33. Fowler School District R-4J	AV
34. Fremont Correctional Facility, Canon City	AV
35. Fremont School District Re-1, Canon City	AV
36. Fremont School District Re-2, Florence	AV
37. Granada School District Re-1	AV
38. Hoehne School District Re-3	AV
39. Holly Public Library	AV
40. Holly School District Re-3	AV
41. Huerfano School District Re-1, Walsenburg	AV
42. Kim School District R-88	AV
43. Kiowa County Public Library District, Eads	AV
44. Kiowa County School district Re-2, Sheridan Lake	AV
45. Kit Carson School District R-1	AV
46. La Veta Public Library	AV
47. La Veta School District Re-2	AV
48. Lamar Community College	AV
49. Lamar Public Library	AV
50. Lamar School District Re-2	AV
51. Las Animas School District Re-1	AV
52. Las Animas-Bent County Library District	AV
53. McClave School District Re-2	AV
54. Mountain View Core Knowledge School, Canon City	AV
55. Ordway Public Library	AV
56. Otero Junior College, La Junta	AV
57. Parkview Episcopal Medical Center, Pueblo (associate)	AV
58. Penrose Community Library	AV
59. Primero School District Re-2. Weston	AV
60. Pritchett School District Re-3	AV
61. Pueblo City-County Library District	AV

Arkansas Valley Regional Library Service System Pueblo/SE *90 of 94 member libraries voted to join CLiC*	
62. Pueblo Community College	AV
63. Pueblo County Detention Center	AV
64. Pueblo County School District 70	AV
65. Pueblo Minimum Center	AV
66. Pueblo School District 60	AV
67. Rocky Ford Public Library	AV
68. Rocky Ford School District R2	AV
69. Salida School District R-32	AV
70. San Carlos Correctional Facility, Pueblo Minimum Center	AV
71. Skyline Correctional Center, Canon City	AV
72. South Central BOCES, Pueblo	AV
73. Southeastern Colorado Area Health Education Center, Pueblo	AV
74. Southeastern Colorado BOCES, Lamar	AV
75. Southern Chaffee County Library District, Salida	AV
76. Spanish Peaks Library District, Walsenburg	AV
77. Springfield School District Re-4	AV
78. Swink School District 33/Public Library	AV
79. Trinidad Correctional Facility Library	AV
80. Trinidad School District 1	AV
81. Trinidad State Junior College	AV
82. Trinidad State Nursing Home	AV
83. United States Penitentiary, Florence	AV
84. University of Southern Colorado, Pueblo	AV
85. Vilas School District Re-5	AV
86. West Custer County Public Library District, Westcliffe	AV
87. Wetmore Community Library	AV
88. Wiley School District Re-13 JT	AV
89. Woodruff Memorial Library, La Junta	AV
90. Youthful Offender System, Pueblo	AV
91. Rocky Mountain Service HeadStart	AV
92. Administrative Maximum Security Institution, Florence	AV

7. PROCEDURES PERMITTING MEMBERSHIP BY ALL TYPES OF LIBRARIES

Included in the bylaws, Article IV

8. PROCEDURES FOR WITHDRAWAL FROM A SYSTEM

Included in the bylaws, Article IV

Approved [insert date]

BYLAWS OF THE
COLORADO LIBRARY CONSORTIUM

ARTICLE I.
NAME

The organization shall be known as the Colorado Library Consortium, hereinafter referred to as "CLiC."

ARTICLE II.
AUTHORITY

CLiC is an organization created by authority of Colorado Revised Statutes, C.R.S. (§ 24-90-101, et seq.). Boundaries of CLiC will be the State's borders.

ARTICLE III.
PURPOSE

CLiC fosters and provides leadership and expertise through cooperation and collaboration to improve library service to Colorado residents.

ARTICLE IV.
MEMBERSHIP

Section 1. Eligibility. Any tax-supported public library, school district, academic library, special library or cooperative (e.g. BOCES) located within Colorado is eligible for Full Membership.

Section 2. Associate Members. Any museum, non-tax supported library or school is eligible for Associate Membership. Associate members may not serve on the Governing Board or vote, but may get benefits of contracts such as the Colorado Cooperative Purchasing Contract, the courier contract, and statewide database contracts. Associate members may be required to pay a membership fee and some services may be available to Associates at a differentiated rate.

Section 3. Application. Any eligible entity that desires to become a Full or Associate member of CLiC must apply for membership to the Governing Board by formal application. The Governing Board will then determine if and when the library should become a member. Any rejected library may appeal the Governing Board's decision to the Colorado Library Advisory Board.

Section 4. Services to non-members. Non-members may contract for services on a cost basis with CLiC or may be offered services at a differentiated rate. The Governing Board must approve and is a party to any such contract.

Section 5.   Withdrawal. Before withdrawing from CLiC, a member library shall be required to fulfill all outstanding obligations for the fiscal year. The Governing Board will approve the effective date of a member's withdrawal, such date to be not later than the end of the current CLiC fiscal year.

Section 6.   Representation. Full Member agencies will name one official representative to CLiC who votes on behalf of the member institution. This person will serve until a new official representative is appointed.

ARTICLE V.
GOVERNANCE

Section 1.   Structure. The governing body of CLiC will be called the Governing Board, pursuant to section 24-90-115, C.R.S. The Governing Board will have the right to exercise all powers vested in a public library board of trustees pursuant to Section 24-90-109, C.R.S. CLiC will be a committee of the Colorado Library Advisory Board (CoLAB), with the Chairperson being a member of CoLAB.

Section 2.   Representation. The Governing Board will consist of eight (8) members; seven (7) members elected from the state plus the Chair appointed by CoLAB. The seven elected members will consist of at least one representative from any three of the following four types of publicly supported libraries (school, public, academic and special). They shall be representative of both large and small libraries and representative of all parts of the State.

Section 3.   Selection of Governing Board Members. Eligibility shall consist of being the official representative from a Full Member agency. *[process to be determined by first Governing Board]*

Section 4.   Terms. A full term of office for the seven elected Governing Board members shall be three years. Terms of Governing Board members shall be staggered and shall not exceed two consecutive terms. The term of the appointed chair is specified in Article VI. Officers and Committees, Section 1-2.

Section 5.   Powers and Responsibility. The Governing Board shall have the right to exercise all powers vested in a public library board of trustees pursuant to Colorado Revised Statutes, C.R.S. (§ 24-90-109). The Governing Board shall employ a coordinator and, upon the coordinator's recommendation, employ such other employees as may be necessary, prescribe their duties, and fix their compensation. The Governing Board shall establish and approve policies, develop the long-range strategic plan, provide financial

oversight, and submit annual plans, budgets and reports to the Colorado State Librarian.

Section 6.   Meetings. The Governing Board shall meet at least four times during the fiscal year but additional meetings may be called as often as required by the business of CLiC. Meetings may be in person, or by phone or video conferencing. One week's notice is required for any scheduled meeting and agendas will be posted according to the requirements of the Colorado Open Meetings Law, C.R.S. (§ 24-6-401, et seq.). Between Governing Board meetings, a vote by mail, telephone, e-mail or fax of the Governing Board may be taken at the discretion of the Chairperson and shall be recorded in the minutes of the next meeting. The Governing Board may go into Executive Session by a vote of the majority of the Board as long as the purpose is in accordance with the requirements of the Colorado Open Meetings Law, C.R.S. (§ 24-6-401, et seq.). Sturgis's *The Standard Code of Parliamentary Procedure* shall be the authority for parliamentary procedure.

Section 7.   Quorum. A simple majority of the Governing Board will constitute a quorum. A majority vote of the members present shall constitute official action taken.

Section 8.   Compensation. Governing Board members shall not receive a salary or other compensation for services, however, travel and meeting expenses incurred by Governing Board members may be reimbursed by CLiC.

Section 9.   Vacancies. A Governing Board member may resign at any time by giving written notice to the Governing Board. . In the interim, the Chairperson, with advice and approval from the Governing Board and CoLAB, may appoint a substitute to serve out the remainder of the term. The vacancy must be filled by someone from the same type of library.   Should a Governing Board member no longer be associated with the agency s/he represents in an official capacity, the Governing Board position becomes vacant. Should a Governing Board member miss more than two consecutive meetings, that position may be declared vacant by the Governing Board.

ARTICLE VI.
OFFICERS and COMMITTEES

Section 1.   Definition. The officers of the Governing Board shall include a Chairperson, Vice Chairperson, Secretary and Treasurer. The Chairperson serves at the pleasure of CoLAB and is appointed by CoLAB so that their term coincides with the fiscal year of CLiC or CliC's annual Governing Board election.

Section 2.   Election. Officers for the succeeding year will be elected at the first meeting following an annual Governing Board election. The officers shall serve a one-year term, holding office until their successors take office. Officers may serve in the same capacity for two consecutive terms only.

Section 3.   Duties. The Chairperson shall preside over Governing Board meetings and shall sign all bonds, contracts, and other instruments authorized by the Governing Board. The Vice Chairperson shall fulfill the duties of the Chairperson during the Chairperson's absence. The Secretary shall be responsible for minutes of meetings and for preparing such correspondence as the Chairperson shall direct. The treasurer has primary responsibility for monitoring fiscal procedures and financial activity.

Section 4.   Formation. Such committees as are deemed necessary may be created by the Governing Board and may be temporary or standing committees. Members are appointed by the Chairperson. When appointing committees, the Chairperson shall specify the charge of the committee, as well as the term of the committee.

Section 5.   Vacancies. Any officer may resign at any time by giving a month's written notice to the Governing Board. At any official Governing Board meeting, an officer may be removed for just cause provided that written notice of the meeting includes the intent and reason for such removal. A vacancy in any office shall be filled for the un-expired portion of the term by an election of the Governing Board.

ARTICLE VII.
CONFLICT OF INTEREST

Potential conflicts of interest occur whenever CLiC members are in a position to make or influence decisions that directly affect their own interests, or those of the library where they are employed. It is incumbent upon CLiC members to disqualify themselves from participating in CLiC activities that are in conflict with the accepted ethical standards of their profession and or place of employment. No member of CLiC shall derive any personal financial profit or gain, directly or indirectly, by reason of his or her participation in CLiC. CLiC members must also be aware of limitations identified through the Colorado Fair Campaign Practices Act, and other pertinent laws, when participating in specific activities.

ARTICLE VIII.
AMENDMENTS

These bylaws may be amended by the Governing Board provided that: a quorum of the Governing Board is present, a majority of the Governing Board members present votes in favor of the amendment(s), the majority includes at least one representative from three of the four types of libraries, the Governing Board receives at least thirty days notification of the proposed amendment(s), and CoLAB approves the changes.

Appendix A: Continuing Education Offered by Systems

Southwest System
Database training	E-rate	Grant writing
Digitization	Collection mapping	Public relations
Database searching	Customer service	Website design
Community connections	Interlibrary loan	Gates computers
Education technology and information literacy	Teaching computer skills to Spanish speakers	
Workplace Personality Types: How to Resolve Disputes		

Plains and Peaks System
Database searching	Microsoft access	Book repair
Webpage design	Power point	Public relations
Grant writing	Microsoft word	Microsoft windows
Patriot Act	Digitization	Interlibrary loan
Detecting Plagiarism	CSAP @ your library	Cataloging
Summer Reading Program	Customer service	Trustee training
Public library foundations	Graduate endorsement program for media specialists	

High Plains System
Boot camp	Trustee workshop	Public relations
Value of libraries	Samurai Librarian	MNT internet
Ed tech/information literacy	Gentle yoga	Basic reference tools
Enhancing presentation skills	Herding kittens	USA Patriot Act
School library certification	Get with the program	ASCC User's Group
Resource sharing strategic plan	Reading in Middle School	Microsoft Excel
Microsoft Publisher	Microsoft Power Point	Microsoft Word
Microsoft Excel	Great books for pre-school – 4th grade	
Best ways to break the rules and promote change		
Collection development for Spanish materials		

Central Colorado System
Archives	Power school libraries	Grant writing
Young adult services	Reference service	Virtual reference
Website design	Time Management	
Safeguarding patron privacy	Consumer health on the web	
Handling disruptive patrons	Planning library services for diverse populations	

Arkansas Valley System
Database training	Grant writing	Telecommunications
Cataloging	Medical websites	E-rate
Genealogy on the Internet	Internet searching	Interlibrary loan
Time management	Summer Reading Program	Database training
Basic librarianship	Library research	Microsoft Excel
Trustees	Resource sharing	Teen advisory
Best books for young adults	Closing the digital divide	Planning
Managing the Internet	Plagiarism	Digitization
Preserving local history	No Child Left Behind	Ed tech/info lit
Creating online exhibits	Cooperative planning	Leadership
Challenges to library materials	Open source programming	E-mail
Using volunteers	Copyright	Mathlinks
Top 10 websites for reference	USA Patriot Act	Virtual reference
Gates computer training	Serving Spanish speaking	
When reading motivation broke down	Gaining public support for your library	

Appendix B: Technical Assistance Offered
by the Current Systems

<u>Southwest Library Services</u>

Digitization	High school research	Ed Tech/Info Lit Plans
Spanish subject headings	Censorship & Internet	Video collection subjects
By-laws	CO history bibliography	EBSCO host
PR materials	Media Center curriculum	PCC Library tech program
Planning	Collection Mapping	Power Libraries Program
Book prices	Theft detection systems	Pest Management
Patriot Act	McNaughton rental books	Juniper
MARMOT	Grant writing	Cataloging
Storytellers	Distance MLS programs	@yourlibrary logo
YA summer reading	Primary source materials	Assessment
Local authors	Space planning	HB 03-1333
Winnebago	Personnel files	Confidentiality
Internet policies	Media endorsement	Job descriptions
Fundraising	History fair materials	New building (technology)
Web pages	Automation	SWIFT
ASCC-Horizon	Technology assistance	Maps & GIS
Teaching research skills	E-Rate	Digital cameras
Space planning	Continuing Education	CSAP
Upgrading computers	Software purchasing	

<u>High Plains Regional Library Service System</u>

Space planning	Connectivity issues	Equipment problems
Vendor suggestions	Filtering	Privacy
U.S.A. Patriot Act	Spanish materials	Library districts & authorities
How to use ILL	Good library websites	Weeding
Reference Tools	Booklists	Courier
E-books	Cataloging	Working with Boards
Library Law	Policies	Copyright laws
Problem patrons	Personnel/Management Problems	
Grant availability and writing	Colorado Cooperative Purchase agreement	

<u>Arkansas Valley Regional Library Service System</u>

Book awards	CIPA	Computer literacy
Building planning	Cataloging	Censorship
CIPA	Children's services	Copyright
Collaborative teaching	Collection development	Courier
Colorado Library Card	Cooperative purchases	County equalization
Directions to meetings	Discipline in public lib.	Discounts
Election issues	E-rate	E-mail
Equipment-proper use of	Filters	Fund-raising
Grants and grant writing	Book Awards	Hiring of personnel
Information literacy	Insurance	Intellectual freedom
ILL	Internet connectivity	Interviewing
Job descriptions	Joint libraries	Legal issues for PL's
Legislative topics	Lesson plans-resources	Library administration
Library districts	Library education	Library statistics

LSTA projects, grants
Mending/preservation
OCLC
References
arrangement
Standards-public library
Summer Reading
Technology plans
Vertical files
ACLIN

MARC
Myers-Briggs
Position descriptions
Remodeling library
Staff development
Weeding
Team building
Windows 95/98
Strategic planning
CE opportunities

Materials challenges
ARIEL
Power libraries
Retrospective conversion Room
Staff evaluation
State Grants assistance
Technology
Young adult service
Tabor/deBrucing

Temporary library users-how to deal with them   Troubleshooting hardware and software
Networking requirements/hardware and software   Policies and procedures on many topics
Reference services and materials   Standards-CDE Student Achievement
Activities for story hours and other programs   Board role and responsibilities
Hardware/software recommendations   Connecting to ACLIN-new interface

Plains and Peaks Regional Library Service System

ASCC
CIPA
Collection development
Courier information
CSAP testing
EBSCO
Grants
Libnet
Library management
Mapping the collection
recommendations
New library construction
Patriot Act
Public Library policies
Remodeling libraries
Services for seniors
State budget cuts
Technology inventory
Web pages
Library furniture & shelves

Book challenges
Children's programming
E-rate
CSAP @ your library
Databases
ILL
ILL no-stop
Library automation
Long Range Planning
MARC records
Network troubleshooting
Passing library bond
Primary sources
Public Library trustees
School Library Masters
Services for young adults
Summer reading
Vendors & contact info
Web searching
Selection development policies

Cataloging
Collaborative teaching
Computer problems
E-mail
Delivery Systems
Flexible Scheduling
ISP's   Information literacy
Library certification PL
LSTA
Mending/preservation Network
Networking schools
Service Programs
Printer problems
Reference
Weeding
Space planning
SWIFT
Vendor discounts
Computer software training